

# THE PHANTOM WARRIOR STANDARD



# FOR EVERY SOLDIER

Version 1 - 7 November 2008

**DEPARTMENT OF THE ARMY  
HEADQUARTERS III CORPS  
AND FORT HOOD  
FORT HOOD, TEXAS 76544**

AFZA-CG

19 September 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: The Phantom Warrior Standard Handbook

1. Welcome to Fort Hood, Texas; “The Great Place.” You are joining units steeped in tradition and filled with proud, confident warfighters the vast majority of which have been proven in battle. As Soldiers and Airmen assigned to Fort Hood, we are committed to upholding the proud traditions of this command and the United States Armed Forces. This handbook identifies standards that apply to the way we conduct our professional and social lives, regardless of component or branch of service. Every service member on the installation is required to live by and hold themselves and their subordinates to these standards.
2. III Corps and Fort Hood is home to a vast array of forces that are uniquely tailored to respond to any contingency mission the nation may call upon us to perform. As the country’s premier mobile Corps, we must be prepared to deploy by land, sea, or air to conduct mobile armed offensive and defensive operations worldwide. You will find your tour of duty in the Phantom Corps to be rewarding, fast paced, and challenging.
3. This handbook will familiarize you with the proud heritage of the Corps and communicate the standards expected of every Phantom Warrior in order to build discipline and esprit in our units.

Violations of designated provisions of this handbook may subject service members to adverse action under the Uniform Code of Military Justice, Article 92.

4. The Phantom Warrior Standard applies to service members: (1) assigned to, attached to, or under the operational control of III Corps or Fort Hood units, including Major Subordinate Commands, and (2) mobilizing and demobilizing at Fort Hood. These people will read, comprehend, comply, and enforce the standards in this handbook. Finally, they will maintain this book on their person, at all times, while in the duty uniform.

## **PHANTOM WARRIORS!**

**NEIL L. CIOTOLA**

Command Sergeant Major, USA

**RICK LYNCH**

Lieutenant General, USA  
Senior Commander

**DISTRIBUTION:**

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## **History of Fort Hood**

Fort Hood is the most populous active duty military installation in the United States, and was originally conceived as the only post in the United States that would support two full armored divisions. In addition to Headquarters Command III Corps, the post is presently the home of the 1st Cavalry Division, the 4th Infantry Division, the 13th Sustainment Command (Expeditionary), the 3rd Armored Cavalry Regiment, the 89th Military Police Brigade, 504th Battlefield Surveillance Brigade (BfSB), the 21st Cavalry Brigade (Air Combat), the 36th Engineer Brigade, the 3rd Infantry Brigade Combat Team, 1st Infantry Division, the 48th Chemical Brigade, the 41st Fires Brigade, the 407th Army Field Support Brigade, the 120th Training Support Brigade, the 69th Air Defense Brigade, the 3rd Aviation Support Operations Group (ASOG), the Dental Activity, Greater Plains Regional Dental Command (GPRDC) the Carl R. Darnall Army Medical Center (CRDAMC), Army Operational Test Command (AOTC), U.S. Army Garrison, and various other units and tenant organizations.

Fort Hood was named after John Bell Hood, a famous Confederate Army General who commanded Hood's Texas Brigade during the American Civil War. In 1861, John Hood resigned his commission in the Union Army to join the Confederate Army where he started out as a First Lieutenant in the cavalry. He made rapid progress and in May of 1862, he became a Brigadier General. At the Battle of Chickamauga, General Hood lost his right leg. Not one to give up, he had himself strapped in his saddle and continued leading his troops.

The original site for Fort Hood, then called Camp Hood, was selected in 1941. The construction of South Camp Hood began in 1942. North Camp Hood, seventeen miles north of South Camp Hood, was established after the first land acquisition and the founding of the cantonment area.

Exemplifying the Korean buildup and subsequent military preparedness was Camp Hood, Texas, at the time the largest single military installation in the country. The camp had reduced its activity at the end of World War II,

but with the outbreak of fighting in 1950, it was reactivated and expanded. South Camp Hood was designated as Fort Hood, a permanent installation, in 1951. North Camp Hood became North Fort Hood. What is now West Fort Hood was formerly a U.S. Air Force base. Both the airfield and the base were run by the U.S. Air Force from 1947 to 1952. From 1952 to 1969, the facilities were run by the U.S. Army under the Defense Atomic Support Agency. They became part of Fort Hood in 1969.

In 1961, the Southwestern Division of the Army Corps of Engineers and its districts began a comprehensive master-planning program as the basis for developing Army installations in the southwestern United States. This pace-setting program marked the first time that photogrammetry, large digital computers, and composite photographic techniques were combined with then-conventional engineering and planning processes. A small staff, primarily in the Fort Worth District, made in-depth studies of existing and future requirements for land use, buildings, airfields, roads, utilities, and drainage systems. The plans that resulted from these studies became the basis for development into the 1980s. Although the Office of the Chief of Engineers considered the growth factors used in the plans overly bold, time has shown they were conservative.

At Fort Hood, the master plan called for 1,000 housing units, a theater, a library, a field house, barracks, officers quarters, a dental clinic and tactical equipment shops. Construction started in 1961. In 1963, ground-breaking ceremonies were held for the installation's Darnall Army Hospital which opened in April 1965.

The work continued into the 1970s as the post's population increased and the Army established a policy of modernizing living and recreation facilities for its Soldiers. These projects have not been spectacular for the Southwestern Division, but they have made Fort Hood its single largest continuing military effort. Similar work on a smaller scale took place at Fort Polk, LA, and a number of Air Force bases in the region.

Today Fort Hood comprises three hundred and forty square miles. The cantonment area of Fort Hood is adjacent to Killeen, Texas, in the state's beautiful "Hill and Lake" region. The post stretches 26 miles from east to west and 24 miles from north to south. Fort Hood approximately 60 miles north of the state capital in Austin and 50 miles south of Waco. The city of Killeen borders Fort Hood to the east and Copperas Cove borders Fort Hood to the west. Access to the post is from IH-35 to U.S.Highway 190 West, at Belton, towards Killeen.

There are more than 5,000 sets of quarters for enlisted Soldiers and their Families, and an additional 634 quarters are set aside for officers and their Family members. During the next five years, more than \$200 million will be spent renovating and replacing the post's Family housing as part of the Residential Communities Initiative (RCI). The post also has nearly 100 barracks for enlisted Soldiers, 75 guest quarters, and more than 340 transient quarters.

In its arsenal, the post has a wide array of modern warfighting equipment. There are more than 500 tanks, (including the most modern — the M1A2 System Enhancement Program Abrams tank), over 500 Bradley fighting vehicles, about 1,600 other tracked vehicles, almost 10,000 wheeled vehicles and nearly 300 fixed and rotary-winged aircraft, including the AH64-D Longbow Apache.

Being the first in the digitized warfare arena and having the most modern equipment, Fort Hood Soldiers also use state-of-the-art training facilities. Housed in the Close Combat Tactical Trainer are exact replicas of Abrams tank and Bradley fighting vehicle crew compartments, which allow troops to train with realistic video-game type scenarios before taking the high-dollar equipment to the field.

Once in the field, Soldiers find themselves in a semi-arid terrain that has 413 miles of paved roads and 449 miles of dirt roads. Live-fire exercises take place on fifty ranges and two scaled-down ranges located throughout the post's maneuver area.



The overall post population is estimated at about 71,000, of which almost 44,000 are service members. The rest are Family members living on post, civilian employees, contractors, and volunteers.

### **III Corps History**

The III (Phantom) Corps was organized on March 30, 1918, at Langres, France. It was activated on May 16, 1918, at Mussy-sur-Seine and participated in the Aisne-Marne, Champagne, Oise-Aisne, Lorraine, and Meuse-Argonne campaigns. Its World War I commanders included Major General John L. Hines. Following the end of the war, the Corps was demobilized at Neuwied, Germany, on July 1, 1919.

On August 15, 1927, the Corps was reconstituted in the Regular Army as XXII Army Corps, and was redesignated as III Army Corps on October 13, 1927.

During World War II the Corps was deployed to The European Theater of Operations and earned the name “Phantom Corps” by hitting the enemy when and least expected. The Corps was recalled to active duty on December 18, 1940, at the Presidio of Monterey, CA, and remained to participate in the defense of the west coast following the Japanese attack on Pearl Harbor.

In early 1942, the Corps moved to Fort McPherson, GA, for training. After a short period, the Corps returned to Monterey and on August 19, 1942, was designated a separate Corps. During the next two years, III Corps would train thousands of troops for combat, including 33 division-sized units, and participate in four Corps-level maneuvers.

On August 23, 1944, the Corps departed California for Camp Miles Standish near Boston, and subsequently deployed for the European Theater of Operations on September 5, 1944. Upon arrival at Cherbourg, France, the Corps was assigned to the Ninth Army and given the code name “CENTURY” which it retained throughout the war. Corps Headquarters was established at Carteret, in Normandy, and for six weeks, the Corps received and processed all the troops of the 12th Army Group arriving over the Normandy beaches during that period. The Corps also participated in the famed “Red Ball Express” by organizing 45 provisional truck companies to carry fuel and ammunition for the units pursuing the Germans across France.

The Corps was assigned to the Third Army on October 10, 1944, and moved to Etain, near Verdun, just in time to participate in the fight for Metz and the Battle of the Bulge. III Corps' first combat came during the battle for Fort Jeanne d'Arc, the last of the great Metz forts, which fell on December 13, 1944. Later that same month, III Corps was moved north to assist in the relief of Bastogne. During the first 10 days of action, III Corps liberated more than 100 towns, including Bastogne. This operation was key in halting the German offensive and the eventual drive to the Rhine River.

During the first four months of 1945, III Corps moved quickly to the offensive. On February 25, units established a bridgehead over the Roer River, which, in turn, led to the capture of the Ludendorff Bridge at Remagen, on the Rhine River, on March 7. On March 24, the Edersee Dam was captured intact and the Corps continued the attack to seize the Ruhr Pocket on April 5, 1945. In late April, III Corps reformed and launched a drive through Bavaria towards Austria. On May 2, 1945, III Corps was ordered to halt at the Inn River on the Austrian border.

At the end of the war, III Corps had added campaign streamers for Northern France, Rhineland, Ardennes-Alsace, and Central Europe, had taken more than 226,102 prisoners and had seized more than 4,500 square miles of German territory. The Corps had also participated in most of the critical actions from Normandy to the German-Austrian border. Its wartime commanders included Major General John Millikin and Major General James A. Van Fleet.

After 13 months of occupation duty in Germany, the Corps returned to Camp Polk, LA, and inactivated on October 10, 1946.

On March 15, 1951, during the height of the Korean War, III Corps was again called to active duty at Camp Roberts, CA. In April 1954, III Corps moved to Fort Hood, TX, where it participated in a number of important exercises, either as director headquarters or as a player unit. The main purpose of these

operations was the testing of new doctrines, organizations, and equipment. On May 5, 1959, the Corps was again inactivated.

The Berlin crisis brought III Corps back to active duty for the fourth time on September 1, 1961. Units participated in an intensive training program and were operationally ready by December 1961. In February 1962, the Department of the Army designated III Corps as a unit of the U.S. Strategic Army Corps and in September 1965, assigned III Corps to the U.S. Strategic Army Forces.

During the Vietnam era, the Corps supervised the training and deployment of more than 137 units and detachments to Southeast Asia, including the I and II Field Force staffs. The Corps also trained more than 40,000 individual replacements for units in Vietnam. As the war in Southeast Asia ended, the Corps received many units and individual Soldiers for reassignment or inactivation. It was also during this period that III Corps units participated in a number of key tests and evaluations that would help determine Army organization and equipment for the next 30 years.

In July 1973, III Corps became part of the newly established Forces Command (FORSCOM) and its training, testing, and evaluation mission began to grow. For the remainder of the decade, III Corps would take part in a number of Training and Doctrine Command (TRADOC) tests of organizations and tactical concepts, and play a key role in the fielding of new equipment. III Corps units would also participate in major exercises such as REFORGER (Return of Forces to Germany) and disaster relief operations in the United States and Central America.

III Corps has played an increasingly important role in the decade of the 1980s. Corps units have been on the leading edge of the Army's modernization effort with the introduction of new organizations and equipment like the M1 Abrams tank, M2/3 Bradley Fighting Vehicle, AH64 Apache helicopter, Multiple Launch Rocket System (MLRS), and Mobile Subscriber Equipment (MSE).

III Corps' primary mission continues to focus on Europe and the training of forces for deployment. The Corps participated in numerous field and command post exercises such as Road Runner '87 that involved more than 10,000 Soldiers in a ten-county, Central Texas area. In 1987, III Corps also conducted the largest deployment of forces to Germany since World War II. This demonstrated the Corps' ability to perform one of its primary wartime missions. III Corps also plays an important part in the training and support of active and reserve component units. This support involves training guidance, resources, and the maintenance of relationships that extend to wartime affiliations.

In response to the invasion of Kuwait in 1990 III Corps deployed the First Cavalry Division, elements of the 13th Corps Support Command and elements of the 6th Air Cavalry Brigade in support of Operations Desert Shield and Desert Storm, playing a critical role in the liberation of Kuwait.

Throughout the 90's III Corps would provide forces in support of humanitarian operations in Central America, Kurdish relief operations in Northern Iraq, peace keeping and security operations in eastern Europe, stability operations on the Arabian Peninsula and disaster relief operations here at home.

With the terrorist attacks of September 11, 2001, III Corps was called upon to provide forces and equipment in support of Operation Enduring Freedom in Afghanistan and a Brigade Combat Team in support of increased security operations in Kuwait. In late 2002, early 2003, III Corps began preparing its organic, assigned and attached units for major combat operations. Ultimately III Corps would deploy the 1st Cavalry Division, 4th Infantry Division, 13th Corps Support Command, 89th Military Police Brigade, 504th Military Intelligence Brigade, 3rd Signal Brigade in support of operations in Iraq.

In January 2004 the III Corps Headquarters deployed to Iraq to assume duties as the CJTF (Combined Joint Task Force) and MNC-I (Multinational Corps-Iraq) headquarters, completing a year-long deployment as the higher headquarters for all conventional forces in the Iraqi Theater of Operations.

Over the six year period from February 2003 thru November 2008 the III Corps headquarters has completed two year (plus) long deployments to Iraq while continuing to train, equip and staff its subordinate Divisions, Separate Brigades and Separate Battalions for repeated deployments to Iraq and Afghanistan. In addition to the forces previously mentioned, the III Corps and Fort Hood headquarters has assisted in the mobilization of National Guard and Army Reserve formations employed around the globe. As The Army's premier Power Projection Platform, Fort Hood has deployed over 300,000 Soldiers and Airmen in support of operations worldwide; more than any other installation in The Army.

With over ten percent of The Army's active force based at Fort Hood, Texas, III Corps will remain a centerpiece of America's commitment to freedom and democracy around the world and a major force provider in the Nation's global war on terrorism.

### **III Corps Patch-Caltrop**

A caltrop is an antipersonnel weapon made up of two (or more) sharp nails or spines arranged in such a manner that one of them always points upward from a stable base. They may be thought of as the landmines of antiquity useful to shape the battlefield and force the enemy into certain paths and approaches, or to provide a passive defense as part of a defensive works system. Caltraps serve to slow down the advance of horses, war elephants, and human troops. It was said to be particularly effective against the soft feet of camels. In more modern times, caltraps are used against wheeled vehicles with pneumatic tires. The derivation of the modern name “caltrop” is uncertain, but the Latin Tribulus is clearly derivative of the plant sharing similar hazards to sandaled or bare feet.

The III Corps was organized in the Regular Army in May 1918 at Mussy-sur-Seine, France. The three points of the caltrop represents the numerical designation of the Corps. The blue and white are the authorized colors used in distinguishing flags to represent Corps. The shoulder sleeve insignia was approved by the Adjutant General, American Expeditionary Force on December 3, 1919. It was approved by the War Department on June 17, 1922.

Campaigns: World War I, World War II, Operation Iraqi Freedom II and Operation Iraqi Freedom 06-08.

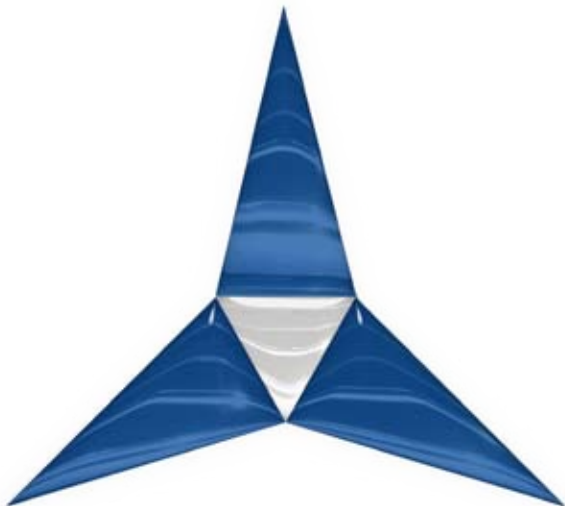
### **III CORPS**

#### **HERALDIC ITEMS**

##### **SHOULDER SLEEVE INSIGNIA**

*Description:* A blue caltrop, in the center a white triangle, all within a green border.

*Symbolism:* Blue and white are the colors of Corps distinguishing flags, and the three points of the caltrop indicate the numerical designation of the Corps.





## DISTINCTIVE UNIT INSIGNIA

**Description:** A gold colored metal and enamel device, consisting of a yellow shield on which is a blue caltrop with one point up; within the center of the caltrop a white equilateral triangle with one point down.

**Symbolism:** Yellow alludes to armor. The caltrop is a representation of the shoulder sleeve insignia of III Corps. Blue and white are the colors used for Corps.



## LINEAGE AND HONORS

### HEADQUARTERS AND HEADQUARTERS COMPANY

#### III CORPS

Organized 16 May 1918 in the Regular Army in France as Headquarters and Headquarters Troop, III Army Corps. Demobilized 9 August 1919 at Camp Sherman, OH. Reconstituted 27 June 1944 in the Regular Army as Headquarters and Headquarters Company, III Corps; concurrently consolidated with Headquarters and Headquarters Company, III Corps (active) (see ANNEX), and consolidated unit designated as Headquarters and Headquarters Company, III Corps. Inactivated 10 October 1946 at Camp Polk, LA. Activated 15 March 1951 at Camp Roberts, CA. Inactivated 5 May 1959 at Fort Hood, TX. Activated 1 September 1961 at Fort Hood, TX. Reorganized and redesignated 24 September 1965 as Headquarters, III Corps; Headquarters Company, III Corps, concurrently constituted and activated at Fort Hood, TX.

## ANNEX

Constituted 15 August 1927 in the Regular Army as Headquarters and Headquarters Company, XXII Corps. Redesignated 13 October 1927 as Headquarters and Headquarters Company, III Corps. Activated 18 December 1940 at the Presidio of Monterey, CA. Redesignated 1 January 1941 as Headquarters and Headquarters Company, III Army Corps. Redesignated 19 August 1942 as Headquarters and Headquarters Company, III Corps.

### CAMPAIGN PARTICIPATION CREDIT

#### World War I

Aisne-Marne

Oise-Aisne

Meuse-Argonne

Champagne 1918

Lorraine 1918

#### World War II

Northern France

Rhineland

Ardennes-Alsace

Central Europe

DECORATIONS – Joint Meritorious Unit Award, Meritorious Unit Award

## **The Soldier's Creed**

I am an American Soldier.  
I am a Warrior and a member  
of a team. I serve the people of the  
United States and live the Army Values.

**I will always place  
the mission first.  
I will never accept defeat.  
I will never quit.  
I will never leave  
a fallen comrade.**

I am disciplined, physically  
and mentally tough, trained  
and proficient in my warrior tasks  
and drills. I always maintain my arms,  
my equipment, and myself.  
I am an expert,  
and I am a professional.

I stand ready to deploy, engage,  
and destroy the enemies of the  
United States of America in close  
combat. I am a guardian of freedom  
and the American way of life.  
I am an American Soldier.

## **THE AIRMAN'S CREED**

I AM AN AMERICAN AIRMAN.

I AM A WARRIOR.

I HAVE ANSWERED MY NATION'S CALL.

I AM AN AMERICAN AIRMAN.

MY MISSION IS TO FLY, FIGHT, AND WIN.

I AM FAITHFUL TO A PROUD HERITAGE,

A TRADITION OF HONOR,

AND A LEGACY OF VALOR.

I AM AN AMERICAN AIRMAN,

GUARDIAN OF FREEDOM AND JUSTICE,

MY NATION'S SWORD AND SHIELD,

ITS SENTRY AND AVENGER.

I DEFEND MY COUNTRY WITH MY LIFE.

I AM AN AMERICAN AIRMAN:

WINGMAN, LEADER, WARRIOR.

I WILL NEVER LEAVE AN AIRMAN BEHIND,

I WILL NEVER FALTER,

AND I WILL NOT FAIL.

## **ARMY VALUES**

**Loyalty:** Bear true faith and allegiance to the U.S. constitution, the Army, your unit, and other Soldiers

**Duty:** Fulfill your obligations.

**Respect:** Treat people as they should be treated.

**Selfless Service:** Put the welfare of the nation, the Army, and your subordinates before your own.

**Honor:** Live up to all the Army values.

**Integrity:** Do what is right, legally and morally.

**Personal Courage:** Face fear, danger, or adversity  
(physical or moral)

# **United States Air Force Core Values**



**Integrity First**

**Service Before Self**

**Excellence in All We Do**



# III Corps Commander's Intent

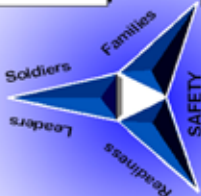
## "Phantom Warrior"

### TRAINING READINESS

- A Effective Training at All Times
  - Tasks, Conditions, Standards based
- A Training Meetings Conducted to Standard
- A Individual Readiness
  - Military Occupational Specialty Qualification (MOSQ), Physical, Mental, Spiritual, Small Arms, Chemical, Biological, Radiological & Nuclear Defense (CBRN), Lifesaving and Medical Skills
- A Collective Readiness
  - Lethal Platoons & Company Teams
  - Competent Battle Staffs
  - Prepared for Full Spectrum Operations

### LEADER DEVELOPMENT

- A Develop Multi-Skilled & Adaptive Leaders
- A Constant Communication is Critical
- A Advocate Teamwork in All Endeavors
- A Professionalism & Selfless Service in all Things
  - Leader Presence is Essential
- A Ensure Adherence to Standards
- A Monthly, Detailed Written Counseling
- A Include Risk Assessment & Mitigation in Everything We Do



### FORCE WELL-BEING

- A Active Leadership Essential
- A Safety First in Everything (24/7)
  - On & Off Duty
  - Leader & Individual Accountability
- A Predictability is Paramount
- A Maintain Balance
- A Look as Good as You Are
  - PRIDE in Everything
- A Treat Everyone with Dignity & Respect
- A Have Fun

### DEPLOYMENT READINESS

- A Maintain a Deployable Mindset
- A Ensure Individual Deployability
  - Health, Dental & Immunizations
- A Ensure Families are Prepared
  - Develop & Support effective Family Readiness Groups and Rear Detachments
- A Focus on Material Readiness
  - Maintenance & Property Accountability



**Are we doing things right?**



**Are we doing the right things?**

Maintain the Warrior Ethos —————> Live the Army Values



# **GENERAL ORDERS**

## 1st General Order

I will guard everything within the limits of my post and quit my post only when properly relieved.

## 2nd General Order

I will obey my special orders and perform all my duties in a military manner.

## 3rd General Order

I will report violations of my special orders, emergencies, and anything not covered in my instructions to the commander of the relief.

# **III CORPS MARCH**

(Phantom Warrior Song)

We are the Three Corps,

Phantom Warriors

We're the Mobile Armored Corps!

From the Cavalry to the Infantry

We've fought in every War!

From the Mountains to the Prairies,

From Sea to Shining Sea!

From the Jungles to the Desert Sand

We will fight to keep Men free!



No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as “The Backbone of the Army”. I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

# THE AIR FORCE NCO CREED

No one is more professional than I. I am a Noncommissioned Officer, a leader of people. I am proud of the Noncommissioned Officer corps and will, at all times, conduct myself so as to bring credit upon it. I will not use my grade or position to attain profit or safety.

Competence is my watchword. I will strive to remain tactically and technically proficient. I will always be aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities and display professionalism at all times. I will strive to know my people and use their skills to the maximum degree possible. I will always place their needs above my own and will communicate with my supervisor and my people and never leave them uninformed.

I will exert every effort and risk any ridicule to successfully accomplish my assigned duties. I will not look at a person and see any race, creed, color, religion, sex, age, or national origin, for I will only see the person; nor will I ever show prejudice or bias. I will lead by example and will resort to disciplinary action only when necessary. I will carry out the orders of my superiors to the best of my ability and will always obey the decisions of my superiors.

I will give all officers my maximum support to ensure mission accomplishments. I will earn their respect, obey their orders, and establish a high degree of integrity with them. I will exercise initiative in the absence of orders and will make decisive and accurate decisions.

I will never compromise my integrity, nor my moral courage.

I will not forget that I am a Professional, a Leader, but  
above all a

**Noncommissioned Officer.**

## **PART ONE**

### **The Fort Hood Pact**

**1. Purpose:** To prescribe the standards expected of all service members: (1) assigned to, attached to, or under the operational control of III Corps or Fort Hood units, including major subordinate commands, and (2) mobilized and demobilizing at Fort Hood. Such service members are expected to comply with the standards outlined in this handbook, and conduct themselves in a manner that reflects favorably upon them, their unit, III Corps and Fort Hood, and the United States Armed Forces at all times.

#### **2. Service Member Responsibilities:**

- Treat others with dignity and respect and do not tolerate or engage in sexual, racial, or other types of discrimination or harassment.
- Be technically and tactically proficient.
- Obey all lawful orders.
- Be present at the prescribed place, on time, in the proper uniform, looking sharp and prepared to excel.
- Maintain proper appearance in accordance with applicable height and weight standards.
- Maintain a proper level of physical conditioning, conduct physical training five days a week and pass applicable physical fitness tests.
- Maintain weapons qualification on your assigned individual and crew-served weapons. Master the mechanical functioning, firing techniques, and capabilities of your assigned weapons.
- Know and use your chain of command and NCO support channel.

- Maintain and account for all assigned equipment; initial issue, TA 50, RFI, unit property and your assigned living area. The American people have gone to great lengths and expended great sums of money to provide us the best equipment available. We, as service members, have a professional and legal obligation to care for and maintain the same. As important as it is to maintain yourself in a fully deployable posture, so too must you maintain your equipment.

### **3. Command Responsibilities:**

- This command has the responsibility to care for service members and their Families. Commanders shall ensure service members and Families are treated with dignity and respect and have as predictable a schedule as possible. Commanders at every level shall strive to provide that predictability.
- The chain of command shall conduct a thorough risk assessment and employ/enforce applicable risk reduction measures at all events on and off the installation, on or off duty. Safety briefings/instructions shall be executed as a normal part of all activities and leaders shall vigorously enforce safety standards.
- Leaders shall know their subordinates (and their subordinates' Families) and teach, coach, and mentor subordinates to achieve standards. Discipline is the process through which knowledge and ability is imparted and a sense of accountability and responsiveness is manifested in our Soldiers. Commanders shall foster a command climate conducive to the same.
- All Soldiers, Staff Sergeant and below, will be counseled every month. Lieutenants, Warrant Officers and Sergeant First Class will be counseled quarterly.
- All Soldiers residing on the installation shall have their barracks space(s) inspected on a daily basis. Those that reside in government quarters and off the installation shall be visited at least semi-annually to promote health, safety, and welfare. Non-barracks inspections must be coordinated in advance with a unit's supporting judge advocate.

## **PART TWO**

### **Soldier Readiness**

In order to fulfill our individual obligations in an Expeditionary Army, all Soldiers are expected to be prepared to deploy with little advance notice. It is your responsibility as a Soldier, to be technically and tactically proficient in order to accomplish your mission. We are an Army at war fighting in the Global War on Terrorism. We shall train in peacetime as hard as we are expected to fight in wartime. Be a leader (regardless of rank) and take the initiative; that is what sets our Army apart from all others. Do the right things, always do it right and always take care of yourself and your Soldiers. To meet the demands associated with potential and or pending deployments, all Soldiers must keep the following items current at all times.

**ID Card:** Accurate, up to date and serviceable with an active personal identification number (PIN).

**Identification Tags (Dog Tags):** Worn in accordance with AR 670-1. The issuance and wear of ID tags is governed by AR 600-8-14. Phantom Warrior service members shall wear their ID tags at all times when in a present for duty status (in garrison or in a field environment), while traveling in aircraft and when outside the continental United States. When applicable a medical condition warning tag shall also be worn on the same chain. Religious medallions may be worn on the ID chain. When worn, personnel shall wear ID tags around their necks, except when safety considerations apply, (such as during physical training, and vehicle maintenance).

**Security identification/access badges:** In restricted and limited access areas, commanders may prescribe the wear of security/access identification badges, in accordance with AR 600-8-14 and other applicable regulations. Personnel shall not wear security/access identification badges outside the area for which they are required. Personnel will not hang other items from the security badge(s). Security badges will be worn from the pocket or similar locations on the front of the uniform.

**Emergency Data:** Correct/update emergency data records (DD Form 93 and SGLI) as soon as a change occurs. Leaders will review during counseling and SRP processing and take action immediately to ensure emergency data remains current.

**Legal:** Wills and powers of attorney should be kept current and accurate. If you need or want to change a will or power of attorney, contact the legal assistance office.

**Family Readiness Group (FRGs):** AR 608- 1, Appendix J., establishes guidelines for FRGs. Ensure your familymembers, whether residing at Fort Hood or not, are aware of your unit's FRG. These groups provide vital information and assistance to Family members. All Soldiers are strongly encouraged to have their Family members participate in the FRG. Encourage all familymembers to enroll and participate in the Army Family Team Building (AFTB) program.

**Dental:** Soldiers must have annual dental checks to maintain their deployability. Any dental condition likely to cause a dental emergency (Category III or IV) must be treated in a timely fashion to ensure the Soldier is deployable. Leaders are required to ensure their Soldier(s) report to dental sick call within one week of becoming a Category IV patient.



**Family Care Plans:** With the frequency and duration of deployments increasing, our units cannot afford to have Soldiers become non-deployable because of ineffective or outdated Family Care Plans. Soldier's and Commander's must ensure that all paperwork and counseling are complete. All leaders, at every level, are expected/ and required to subject each plan to a common sense test. All leaders will ensure single parents and dual military Families have their Family Care Plans complete within 30 days of being counseled by the unit commander. Commanders must review Family Care Plans on a regular basis to ensure they remain current and comply with AR 600-20.

**Appointments:** Fort Hood provides a vast array of services; : medical, dental, legal, etc. The Fort Hood Community is obligated to care for not only service members and families assigned or attached to the Corps/ or installation, but thousands of retirees in our local communities. Leaders must , manage the attendance of all appointments affecting their subordinates. All appointments are coordinated through and tracked by the chain of command and shall be cancelled 48 hours in advance when conditions or circumstances preclude attendance. Soldiers need to get written confirmation of a canceled appointment at the time of cancellation. Failure to attend medical, dental, and certain legal appointments could result in UCMJ or administrative action. Absent exigent (extreme) circumstances, (i.e. dental/medical sick call) Soldiers will not make any appointment prior to 0900.

**PART THREE**  
**Uniform and Appearance**



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, III CORPS AND FORT HOOD  
1001 761ST TANK BATTALION AVENUE  
FORT HOOD, TEXAS 76544-5000

REPLY TO  
ATTENTION OF

AFZF-CSM

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Uniform and Appearance Policy

1. REFERENCE. AR 670-1, Wear and Appearance of Army Uniforms and Insignia, 3 February 2005.
2. APPLICABILITY. This policy is applicable to every Soldier assigned, attached, mobilizing, demobilizing or training at Fort Hood and Partners in Excellence organizations/activities.
3. PUNITIVE NATURE. Provisions printed in **bold, underlined** font are punitive. Violating these provisions may result in adverse action under the Uniform Code of Military Justice, Article 92.
4. POLICY.
  - a. Duty Uniform.

(1) Wear of the appropriate duty uniform is in accordance with AR 670-1 and this policy. For the purpose of this policy letter, the duty uniform is defined as the Army Combat Uniform (ACU), Army Aircrew Combat Uniform (A2CU), Food Service Uniform or Hospital Duty Uniform.

(2) Soldiers shall remain in complete uniform at all times (on post, off post and in transit), unless otherwise prescribed by their commander. Soldiers may remove their headgear while in a privately owned, commercial or GSA vehicle. The t-shirt is only acceptable as an outer garment when commanders specifically authorize it due to extreme heat in well defined areas.

(3) Sleeves on the duty uniform shall always be worn down (not rolled or cuffed).

(4) The duty uniform may be worn in the Commissary, Post Exchange, Shoppette, or any other on-post retail facility without restriction.

(5) The duty uniform is authorized for wear off the installation. When wearing the uniform off-post, it must be clean and serviceable and the Soldier shall be in complete uniform at all times. The duty uniform may be worn in any retail, customer service facility or for official travel, except as noted below.

**(a) Soldiers shall not consume alcoholic beverages in the duty uniform off the installation.**

(b) The duty uniform shall not be worn at movie theaters, exotic dance clubs (men's or women's) or any other recreational (miniature golf, videogame arcades, etc) or leisure pursuits. Civilian clothing is the proper attire for leisure activities.

(c) The duty uniform shall not be worn when appearing before, on behalf of, or accompanying anyone to civil court. Only the Class "A" or "B" uniform shall be worn during appearances in civil court, subject to the approval of the service member's commander.

(6) The Desert Camouflage Gortex or Desert Camouflage field jacket shall not be worn with the ACU in garrison.

(7) The fleece jacket (black or green) is authorized for wear in garrison. Soldiers shall not wear any patches, name tapes/US Army, shoulder sleeve insignia, US Flag insignia, rank or any other item (appurtenance) on the black fleece jacket. Name and rank shall be worn on the ACU green fleece.

(8) The black beret is the principle headgear worn with the duty uniform. It is worn so that the headband is straight across the forehead, 1 inch above the eyebrows. The flash is positioned over the left eye, and the excess material is draped over the right ear; extending to at least the top of the ear, and no lower than the middle of the ear. Personnel shall cut off the ends of the adjusting ribbon and secure the ribbon knot inside the edge binding at the back of the beret.

(9) The black beret shall not be worn with the Army Dress Blue Uniform.

(10) Commanders of MSC's and Separate Brigades may authorize/prescribe the wear of the patrol cap, in lieu of the beret, as the principal duty headgear on the Fort Hood Reservation, if they determine that wear of the beret on the Fort Hood Reservation is impractical. At no time shall the Patrol Cap be worn off the installation. Soldiers conducting activities off the installation (transiting to and from work, attending authorized establishments, etc) in duty uniform must wear the black beret.

(11) The patrol cap will be worn straight on the head so that the cap band creates a straight line around the head, parallel to the ground. The patrol cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The cap is worn so that no hair is visible on the forehead beneath the cap. The only authorized accoutrements on the patrol cap are rank (sew or pin on) and the Velcro name tape. At no time shall hook and loop fasteners be used to affix rank. Patches, tabs or "cat eyes" shall not be worn on the patrol cap.

(12) Soldiers shall not talk on cell phones, to include the wearing of an earpiece, while walking in uniform (on or off the installation). Conversations on cell phones are conducted at the halt. Use of a cell phone shall at no time constitute justification for not rendering the appropriate protocol to officers and NCOs. Soldiers shall not talk on cell phones while driving on the installation unless a hands-free device is employed.

(13) Smoking is permitted in designated areas; however, objects will not be left protruding from the mouth (i.e., cigarettes, and or toothpicks). Toothpicks may be used to clean one's teeth, but shall not be left in the mouth.

(14) IAW AR 670-1, access, identification, or security badges shall be removed from the duty uniform/civilian attire upon exiting an area that requires their wear.

(15) Wear of eye glasses or sunglasses:

(a) Conservative civilian eyeglasses are authorized for wear with all uniforms.

(b) Conservative prescription and nonprescription sunglasses/ballistic eye wear are authorized for wear when in garrison and field environments, except when in formation and while indoors. Individuals who are required by medical authority to wear sunglasses for medical reasons other than refractive error may wear them, except when health and safety considerations apply.

(c) Eyeglasses or sunglasses/ballistic eyewear that are trendy, or have lenses or frames with initials, designs or other adornments are not authorized for wear. Soldiers may not wear lenses with extreme or trendy colors, which include, but are not limited to, red, yellow, blue, purple, bright green or orange.

b. Improved Physical Fitness Uniform (IPFU).

(1) The IPFU is authorized for wear while conducting physical training or participating in sports events on or off the installation.

(2) The IPFU shall not be worn during commercial travel (plane, bus).

(3) IAW AR 670-1, Chapter 14 paragraph 4. Soldiers may wear all or part of the IPFU with civilian attire off the installation.

(4) The IPFU is not authorized for wear in the Copeland Center or the Soldier Development Center. The IPFU may be worn in unit dining facilities at the discretion of the sponsoring unit commander. Heavily soiled, dirty or sweat soaked uniforms shall not be worn in any on post facility.

(5) The IPFU may be worn at retail facilities on or off the installation as long as the same is clean and serviceable.

(6) The IPFU shall not be the duty uniform prescribed for work details.

(7) Personnel conducting Physical Training (PT) at any time on Fort Hood roadways shall wear a reflective vest or belt. Said vest or belt must be worn over the PT uniform. This requirement applies to civilians and visitors residing in VIP guest quarters who run/walk on the installation.

(a) The reflective belt is worn around the waist when conducting PT in the summer IPFU.

(b) When wearing the IPFU jacket the reflective belt is worn over the right shoulder, draped diagonally across the torso to the left hip.

c. Combat Vehicle Crewman (CVC) Uniform and Coveralls.

Wear of the CVC uniform is authorized while crewmen are performing actual tasks associated with their vehicle. The CVC uniform is not authorized for wear at off-post establishments. Mechanic's coveralls will be worn only while performing duties in designated maintenance work areas and sites and will be removed prior to departing the maintenance area.

d. Blousing of trousers (ACU, A2CU): Pants are bloused no lower on the boot than the third eyelet from the top of the boot. The A2CU trouser may be tucked inside the boot when not performing flight duties.

e. Army Combat Shirt (ACS): The ACS shall only be worn in a deployed or field environment. At no time shall the ACS be worn as an outer garment in Garrison.

AFZF-CSM

SUBJECT: Uniform and Appearance Policy

f. Civilian Dress and Grooming on and Off-Post. Good grooming is a matter of pride within the military community and the wearing of appropriate civilian attire is a personal responsibility, within the parameters of good taste and social acceptability. In keeping with this principle, the following dress code is implemented:

(1) Soldiers using post facilities, public buildings, public areas, or work areas will not wear shorts, skirts, cut-off jeans, or cut-off slacks, which expose any part of the buttocks. See through garments normally worn as undergarments are also prohibited. Male Soldiers shall not wear sleeveless t-shirts.

(2) Garments which contain, depict, or display any obscene, pornographic, lewd, or lascivious words, characters, pictures, drug paraphernalia or symbols are prohibited.

(3) Male Soldiers shall be clean-shaven in public places regardless of duty status, except for those with a valid shaving profile. Soldiers with shaving profiles will not style the beard. Beards, goatees, and unauthorized mustaches are not permitted. Male Soldiers shall not wear earrings or any other piercing on post or at official functions. Soldiers shall not wear tongue rings while on duty (in or out of uniform), while conducting official business, or on this or any other military installation.

(4) Mouth jewelry, i.e. tongue rings, gold or silver caps (press on), tooth "grills" (solely for the purpose of cosmetics), etc., are not authorized for wear in military uniform and or civilian attire on this installation or any other military installation.

5. EXPIRATION. This Fort Hood Command Policy Memorandum supersedes the 5 February 2007 policy and will remain in effect until superseded or rescinded.

6. The point of contact for this policy is the III Corps Command Sergeant Major at 287-3413/7904.

//pending signature//  
RICK LYNCH  
Lieutenant General, USA  
Commanding

DISTRIBUTION:  
IAW FH Form 1853: A

## **PART FOUR**

### **Personal Conduct**

**1. General.** Whether on or off duty, on or off post, service members shall conduct themselves in such a manner so as not to bring discredit upon themselves, Fort Hood, or the Armed Forces. Undesirable conduct includes, but is not limited to, drunk/reckless driving, drunk or disorderly conduct, offensive language or gestures and failure to satisfy financial obligations. Smoking is not permitted within 50 feet of any entrance to any building and only in authorized and designated smoking areas. Fort Hood and the majority of surrounding communities have rules that govern music volume on and off the installation. Service members must comply with these laws.

**2. Public Establishments:** When visiting public establishments, service members must be especially courteous and conduct themselves in a manner that does not bring discredit upon themselves, Fort Hood, or the Armed Forces.

- a. Service members must obey the lawful orders of all officers and Noncommissioned Officer on and off the installation regardless of duty status or attire. Fort Hood operates a Courtesy Patrol (CP) in and around the communities which border the installation. All service members shall obey the lawful orders of said personnel. Failure to obey may result in adverse action under the Uniform Code of Military Justice.
- b. Consumption of alcoholic beverages off the installation while in duty uniform is strictly prohibited. Failure to obey this restriction may result in adverse action under the Uniform Code of Military Justice.
- c. Wear of proper clothing. Service members shall know and comply with the dress codes of the establishments they visit.

d. Watch the noise level. Service members shall respect the rights of others to have a quiet meal or drink. Yelling and screaming at friends in a public establishment is usually discourteous and may cause general resentment towards all service members.

e. Watch your language. The use of profanity and racial epithets are unacceptable anywhere. Profanity has become much more prevalent in normal public conversation. We are often not aware of the impression it conveys to our host community as well as the offensive atmosphere it creates for co-workers. Soldiers should be aware of their surroundings and be tactful and courteous at all times.

f. Watch your drinking. Drinking excessively impairs judgment and may lead to rowdy, destructive, violent, and unruly behavior.

### **3. Public Use of Alcohol:**

a. Service members will not carry (on foot or in privately owned vehicles) open bottles or cans of alcoholic beverages except in areas designated for consumption of alcoholic beverages, such as picnic grounds.

b. **SERVICE MEMBERS DO NOT DRINK AND DRIVE!** Service members will know and use the designated driver rule. In lieu of a designated driver, use public transportation such as taxis, contact your chain of command, or call the military police at 287-2176 for a ride home.

c. In the state of Texas, the legal limit for driving while intoxicated is a .08% blood alcohol content (BAC) (for drivers age 21 and over. For drivers under the age of 21, and any detectable amount of blood alcohol, which typically equates to a .02% BAC, exceeds the legal limit for driving while intoxicated. Service members under the age of 21 shall not consume alcohol on or off post.



#### **4. Radios, Stereos and MP3/CD Players:**

- a. Loud playing of radios, stereos, MP3/CD players, or similar devices in public places, on and off post, may violate Texas statutes, local ordinances, and Fort Hood policies.
- b. Loud playing of radios, stereos, MP3/CD players or similar devices in housing areas, or billets, on or off- post, is a violation of post policy as referenced above. Commanders have the authority to confiscate such devices on post when they are played in such a manner as to disturb others. Also, when your music is too loud, it's a safety issue for Soldiers because they can't hear anything else.

#### **5. Relationships between Personnel of different ranks (Army rules):**

- a. Professional relationships between Soldiers are encouraged in accordance with AR 600-20, para 4-14.
- b. The following relationships between Army officers and enlisted persons are generally prohibited: (1) ongoing business relationships; (2) dating, intimate sexual relationships, and non-operational co-habitation; and (3) gambling.
- c. Relationships between Soldiers of different ranks are prohibited if the relationships: (1) compromise, or appear to comprise, the integrity of supervisory authority or the chain of command; (2) cause actual or perceived partiality or unfairness; (3) are, or are perceived to be, exploitative or coercive in nature; (4) involve, or appear to involve, the improper use of rank or position for personal gain; and (5) create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

#### **6. Equal Opportunity (EO)/Prevention of Sexual Harassment (POSH):**

All Soldiers have the right to be treated fairly without regard to their sex, race, religion, or ethnic background. This includes not being sexually harassed. A Soldier or civilian employee engages in sexual harassment when, through

behavior of a sexual nature, they attempt to control, influence or affect the career, pay or job of a Soldier or civilian employee; or make deliberate or repeated verbal comments or gestures of a sexual nature that are offensive to the person to whom addressed; or make abusive physical contact of a sexual nature.

Sexual harassment is a form of discrimination that involves unwelcomed sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature between the same or opposite genders when submission to, or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, career or such conduct by a person is used as a basis for career or employment decision affecting that person; such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

### **Two types of complaints: Informal and Formal complaint**

(1) **Informal complaint** is any complaint that a Soldier or Family member does not wish to file in writing. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander or other person in the complainant's chain of command. Typically these issues that can be taken care of informally can be resolved through discussion, problem identification, and clarification of the issues. An informal complaint is not subject to time suspense. Commanders will not preclude Soldiers from using these channels in accordance with the procedures inherent/established by these agencies: Someone in a higher echelon of the complainant's chain of command, Inspector General, Chaplain, Provost Marshal, Medical agency personnel, staff judge advocate or Chief, Community housing referral and relocation services office (CHRRS).

(2) **Formal complaint** is one that a complainant files in writing and swears to the accuracy of the information. Formal complaints require specific actions, are subject to timelines, and require documentation of the action taken.

Soldiers have 60 calendar days from the date of the alleged incident in which to file a formal complaint. If a complaint is received after 60 calendar days, the commander may conduct an investigation into the allegations or appoint an investigating officer.

Reference: AR 600-20 Chapter 6 and appendix D

**7. Sexual Assault-** is any actual or attempted sexual touching of another without their consent. Sexual assault is a crime and is intolerable.

## **Two types of reporting complaints: Restricted and Unrestricted**

**Restricted Reporting.** A Soldier who is sexually assaulted and desires medical care, counseling and victim advocacy, without initiating the investigative process should use the restricted reporting option. Restricted reporting allows a sexual assault victim to confidentially disclose the details of the assault to specifically identified individuals and receive medical treatment and counseling, without triggering the official investigative process.

Soldiers who are sexually assaulted and desire restricted reporting under this policy should report the assault to the Sexual Assault Response Coordinator (SARC), a Unit Victim Advocate, or a health care provider. A victim who receives appropriate care and treatment, and is provided an opportunity to make an informed decision about a criminal investigation, is more likely to develop increased trust for the chain of command and may eventually decide to pursue an investigation. Even if the victim chooses not to pursue an official investigation, this additional information reporting avenue gives commanders a clearer picture of the sexual violence within their command, and enhances a commander's ability to provide an environment that is safe and contributes to the well-being and mission readiness of all the members of the command.

**Unrestricted Reporting.** A Soldier who is sexually assaulted and desires medical treatment, counseling and an official investigation of his/her allegation should use current reporting channels, for example, chain of command, law enforcement or report the incident to the SARC. Upon notification of a reported sexual assault, the SARC will immediately assign a Unit Victim

Advocate. Healthcare providers will, with the consent of the victim, initiate the appropriate care and treatment, and report the sexual assault to law enforcement or the chain of command. Additionally, at the victim's discretion/request, the healthcare provider will conduct a forensic medical examination, which may include the collection of evidence. Details regarding the incident will be limited to only those personnel who have a legitimate need to know. Reference: AR 600-20 Chapter 6 and appendix G & H

**8. Military Customs and Courtesy:** Courtesy among members of the Armed Forces is vital to maintain military discipline. Respect to seniors will be extended at all times. All Army personnel in uniform shall salute when they meet and recognize persons entitled to the salute. Salutes will be exchanged between officers (commissioned and warrant) and enlisted personnel, and with personnel of the Armed Forces.

a. **Courtesy is respect for and consideration of others.** In the Army the various forms of courtesy have become customs and traditions. It is important to render these courtesies correctly.

b. The exchange of a salute is a visible sign of good discipline and mutual respect. Saluting is an outward sign of unit pride and esprit de Corps. **IAW AR 600-25 each salute shall be rendered with a greeting and response.** The Fort Hood greeting is your "Unit Motto, Sir or Ma'am" The response from the officer will be your "Unit Motto". When approaching an NCO the appropriate greeting of the day will be rendered, "Good morning Sergeant" the response from the sergeant will be your "Unit Motto".

(1) Be alert for general officers and other senior officer vehicles, which are identified with plates depicting their rank attached to the front of the vehicle. Proper military courtesy requires that you render a salute to these officers as they pass.

(2) If an officer is coming your way, wait until you are approximately six paces apart and salute. If the officer is at a distance and turning away, then the proper saluting distance is recognition distance.

c. The following rules apply in most situations you are likely to face.

(1) **Unit headquarters, orderly rooms, supply rooms, dayrooms, and squad rooms.** The first person to see an officer who is higher in rank than the officer present in the room should call “Attention.” The senior Soldier present in the area should then report to the visiting officer (examples SGT Jones, NCOIC of the motor pool reports). In smaller rooms, containing one or two enlisted Soldiers, the Soldier(s) should rise and stand at the position of attention when an officer enters the room.

(2) **Offices, shops, hangars, and medical treatment facilities.** When an officer enters personnel who are working do not come to attention unless the officer speaks to them.

(3) **Dining facilities.** The first person to see an officer senior in rank to those present in the dining facility will call “At ease” so that their presence is known and necessary action can be taken. The Soldiers should fall silent, remain seated, and continue to work or eat. The senior dining facility MC or NCOIC should report to the officer. When a senior NCO enters the dining facility, Soldiers will not call “At Ease”.

(4) **Hallways.** The first person to see an officer who is senior in rank to the unit commander or officers on the floor will call “Attention.” When a senior non commissioned officer enters a room/area, “At Ease” will be called.

(5) **During conversations.** All Soldiers, Officer or Enlisted, will come to the position of attention facing a senior officer when spoken to. In an official capacity normally the senior officer will direct “At ease” or “Carry on” if the situation merits. When an enlisted Soldier is speaking to a noncommissioned officer, the Soldier will stand at “Parade Rest” unless otherwise directed by the NCO. A subordinate shall stand when spoken to by someone senior in rank unless the superior directs otherwise. When walking with a senior Soldier, the junior officer or enlisted Soldier will walk to the senior’s left side.

(6) **In formation.** When an officer approaches Soldiers in a formation, the person in charge calls, “Attention “ and renders a salute for the entire group. When an officer senior in rank approaches a group of individuals not in formation, the First person to see the officer calls “Group Attention” and everyone in the group faces the officer and renders a salute with the appropriate greeting. However, Soldiers working as part of the detail or participating in some other group activity, such as athletics do not salute. The person in charge, if not actively engaged, salutes for the entire detail or group of Soldiers.

(7) **In a field/tactical environment.** Leaders must take a common sense approach as it relates to observing this courtesy. Saluting should not be required when it conflicts with the task(s) the Soldier(s) is/are charged with performing. When conducting tactical operations outside of a garrison, Contingency or Forward Operating Base (COB/FOB), saluting is strongly discouraged.

(8) Salutes will be exchanged outside the PX, post theater, and other congested areas to include under overhangs. All Soldiers, officer and enlisted, will render the necessary salute, unless the act would be impractical. i.e., arms full of packages, at which time render the appropriate verbal greeting.

(9) The US flag as distinguished from “The Colors” is not saluted except during the ceremonies of raising (reveille) and lowering (Retreat) the flag and when it is passing in a parade. The US flag trimmed on three sides with golden yellow fringe is “The Colors” and is saluted as it passes or you pass it within six paces.

(10) Retired military personnel should be given the respect normally afforded their active duty rank.

(11) Soldiers should acknowledge senior NCOs and officers when not in duty uniform, even if both are in civilian clothes.

**d. Reveille and Retreat ceremonies.**

(1) **Reveille:** When you are outside, in uniform, not in formation and you hear “Reveille” you should face towards the US flag, if visible. If the US flag is not visible, face towards the music and assume the position of attention. Soldiers will salute on the first note of music. During reveille all vehicles in the area will stop. Military occupants will dismount their vehicle and render the proper courtesy. When required, the senior Soldier should bring the formation to attention and salute. If you are in civilian attire and hear “Reveille” you are expected to remove all headgear and place your right hand over your heart.

(2) **Retreat:** When you are outside, in uniform, not in formation and you hear “Retreat” you should face towards the US flag, if visible. If the US flag is not visible, face towards the music and assume the position of attention. Soldiers will salute when “To the Colors” is played. During retreat ceremonies all vehicles in the area will stop. Military occupants will dismount their vehicle and render the proper courtesy. When required, the senior Soldier should bring the formation to attention and salute. If you are in civilian attire and hear “To the Colors” or the National Anthem, you are expected to remove all headgear and place your right hand over your heart.

(a) When indoors not in a formation personnel will stand at attention but will not present arms. If in civilian clothes, you will remove your headgear and stand at attention.

(b) Soldiers will stand at attention and sing the Army Song whenever it is played.

## **PART 5**

### **Composite Risk Management**



Composite Risk Management is the process of identifying and controlling hazards to protect the force.

Its five steps represent a logical and systematic thought process from which users develop tools, techniques and procedures for applying risk management in their areas of responsibility.

It is a continuous process applicable to any situation and environment.



## CRM in Mission Planning

**M - Mission**

**E - Enemy**

**T - Terrain & Weather**

**T - Troops & Equipment**

**T - Time Available**

**C - Civilian  
Considerations**

## CRM in Non-Mission Specific Activities

**A - Activity**

**D - Disrupters**

**T - Terrain & Weather**

**P - People & Equipment**

**T - Time Available**

**L - Legal**

# RISK MANAGEMENT CARD

Risk management is a part of everything we do. Risk Management is the process of identifying and controlling hazards and making risk decisions to protect the force. it is applicable to any mission or environment, on or off duty.

## THE FIVE STEP RISK MANAGEMENT PROCESS

1. **IDENTIFYING HAZARDS** to the force. Consider all aspects of current and future situations, environment, and known historical problem areas.
2. **ASSESS HAZARDS** to determine risk. Assess the impact of each hazard in terms of potential loss based on probability and severity.
3. **DEVELOP CONTROLS AND MAKE DECISIONS** that eliminate the hazard or reduce risk.
  - A. Reassess hazards given the controls.
  - B. Determine the proper decision authority.
4. **IMPLEMENT CONTROLS** that will eliminate the hazard or reduce its risk.
4. **SUPERVISE AND EVALUATE.** Enforce standards and controls. Evaluate the effect of controls and adjust or update as necessary.

## S.T.O.P.P.

**S-Stop** before you act, don't rush into a situation or mission without considering the risks against the benefits.

**T-Think** about what you are about to do, what is the right way to safely accomplish the task.

**O-Observe** the situation and surrounding environment. What are the Risks? How can I reduce them?

**P-Plan** Develop your plan to reduce the risks and decide how to best implement the plan.

**P-Proceed** with Safety. Supervise continuously and constantly look for ways to improve.

## **POV/Motorcycle & Government Vehicle Accidents**

### **Causes:**

- |                      |                         |
|----------------------|-------------------------|
| --Road Rage          | --Fatigue               |
| --Aggressive Driving | --Running Red Lights    |
| --Weather Conditions | --Following too Closely |
| --Speeding           | --Poor Maintenance      |
| --Seatbelts          | --Tires                 |
| --DUI                | --Lights                |
| --Brakes             | --Distracted Driving    |

### **Cures:**

- Travel Risk Planning System (TRiPS) (CRC Website)  
**[HTTPS://crc.army.mil](https://crc.army.mil)**
- Army Traffic Safety Training Program
- Motorcycle Basic Riders Course
- Motorcycle Experienced Riders Course
- Army Accident Avoidance Course
- Motorcycle Personal Protective Equipment (PPE)
- Leader intervention
- Mentorship Programs
- A concerned Buddy



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, III CORPS AND FORT HOOD  
1001 761ST TANK BATTALION AVENUE  
FORT HOOD, TEXAS 76544-5000

AFZF-CG

AUG 21 2008

GENERAL ORDER NUMBER 1

TITLE: Motorcycle Safety Requirements

PURPOSE: Identify the Requirements to Operate or Ride a Motorcycle On or Off the Installation.

AUTHORITY: Uniform Code of Military Justice (UCMJ); Department of Defense Instruction (DODI) 6055.4; Army Regulation (AR) 385-10

APPLICABILITY: This General Order applies to all personnel assigned to, attached to, or under the operational control of III Corps and Fort Hood and applies on and off the installation.

1. STATEMENT OF MILITARY PURPOSE AND NECESSITY. The safety and welfare of III Corps and Fort Hood Soldiers is negatively affected by the number of serious injuries or deaths caused by motorcycle accidents. These injuries and deaths degrade the readiness of this command and interfere with good order. Investigation reveals a lack of proper training, operator inexperience, lack of proper personal protective equipment (PPE), excessive speed, and reckless operation, as significant factors in many motorcycle accidents.

2. REQUIREMENTS.

a. Soldiers shall not operate motorcycles unless they are properly trained, licensed, registered, and insured.

b. Before operating any motorcycle, on or off the installation, Soldiers shall:

(1) within 7 days of arrival to Fort Hood or acquisition of a motorcycle, enroll in an approved Motorcycle Safety Course.

(2) successfully complete an approved Motorcycle Safety Course as outlined in the III Corps and Fort Hood Command Motorcycle Safety Program.

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(3) execute a written motorcycle safety contract with their commander as outlined in the III Corps and Fort Hood Command Motorcycle Safety Program.

(4) carry at all times while operating a motorcycle the Motorcycle Safety Foundation (MSF) card issued as proof of course completion.

Soldiers that fail to carry and present the MSF card, valid registration, and proof of insurance will not be allowed on post with their motorcycle.

c. The wearing of portable headphones, earphones, or other listening devices (except for hands-free cellular phones) is prohibited while operating a motorcycle. Motorcycle operators may wear motorcycle helmets equipped with operator-passenger intercom systems.

d. Motorcycles are required to have: at least one headlight on at all times, and shall be equipped with both a left-hand and right-hand rear view mirror mounted on the handlebar or fairing.

e. Soldiers are required to comply with the following personal protective equipment (PPE) requirements while either a motorcycle operator or passenger. At a minimum, Soldiers shall wear the following PPE whenever they ride or operate a motorcycle.

(1) A Department of Transportation approved motorcycle helmet properly fastened under the chin.

(2) Full fingered gloves or mittens designed for use on a motorcycle.

(3) Long sleeved shirt/jacket and long trousers.

(4) Boots or sturdy over the ankle shoes.

(5) Impact or shatter resistant goggles, wraparound glasses or full face shield attached to the helmet in the down position. Windshields, eyeglasses, and fairing do not meet this requirement. The goggles may be darkened for daylight use; however, they must be clear during the hours of darkness or adverse weather conditions.

(6) A brightly colored (white, yellow, orange, silver, etc.) upper garment (vest or jacket) during the day and a reflective upper garment during dusk/dawn and at night. Outer garments will be properly secured, clearly visible, and not covered. Items may be worn on top of the outer garment, but they must meet the same visibility requirements of

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the outer garment. Brightly colored/reflective belts do not meet the upper garment or backpack requirement.

3. **PUNITIVE ORDER:** Soldiers who fail to comply with the requirements of this policy are subject to adverse administrative action and / or punishment under the Uniform Code of Military Justice.

4. **EFFECTIVE DATE.** This General Order is effective upon signature and will remain in effect until superseded or rescinded.



**RICK LYNCH**  
Lieutenant General, USA  
Commanding



## **Designated Driver Checklist**

### **Stay “Army Strong” Behind the Wheel**

#### **Remind the Driver:**

- ( ) Remain in **control**
- ( ) **Plan** for the trip
- ( ) **Depart** early
- ( ) Be **patient** and **courteous**
- ( ) Avoid being “baited” into **aggressive driving**  
by other drivers and your passengers

#### **ROE for the POV:**

- ( ) The **designated driver** is in charge
- ( ) No **arguments** in the car
- ( ) Take rest breaks
- ( ) Passengers stay awake
- ( ) Shutdown the cell phones
- ( ) Don’t eat or drink while driving

# Is your buddy in crisis?

If your buddy is in crisis, remember: **ACE**



# Are you in crisis?

If you are in crisis, talk to your chaplain or chain of command immediately. Have the courage to seek help!

For help, call:

**Military OneSource: 1-800-342-9647**

**National Suicide Prevention Lifeline: 1-800-273-TALK**

**National Suicide Prevention Hotline: 1-800-SUICIDE**

# **ARMY SUICIDE PREVENTION PROGRAM**

EFFECTIVE DATE: 15 JAN 2007

## **Additional Resources**

### **Army Suicide Prevention Program**

<http://www.armyg1.army.mil/hr/suicide.asp>

### **U.S. Army Center for Health Promotion and Preventive Medicine**

<http://chppmwww.apgea.army.mil/dhpw/readiness/suicide.aspx>

### **Office Chief of Chaplains**

<http://www.chapnet.army.mil/>

### **Army Families Online**

<http://www.armyfamiliesonline.org/>

### **Army Behavioral Health**

<http://www.behavioralhealth.army.mil/>

### **Battlemind Training**

<http://www.battlemind.org/>

### **National Suicide Prevention Lifeline**

1-800-273-TALK (8255)

<http://www.suicidepreventionlifeline.org/>

### **American Association of Suicidology**

<http://www.suicidology.org/>

### **National Hopeline Center**

<http://www.hopeline.com/>

**Everyone Matters!**



## **Additional Resources**

### **Army Suicide Prevention Program**

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### **U.S. Army Center for Health Promotion and Preventive Medicine**

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dhpw/readiness/suicide.aspx](http://chppmwww.apgea.army.mil/dhpw/readiness/suicide.aspx)

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<http://www.hopeline.com/>

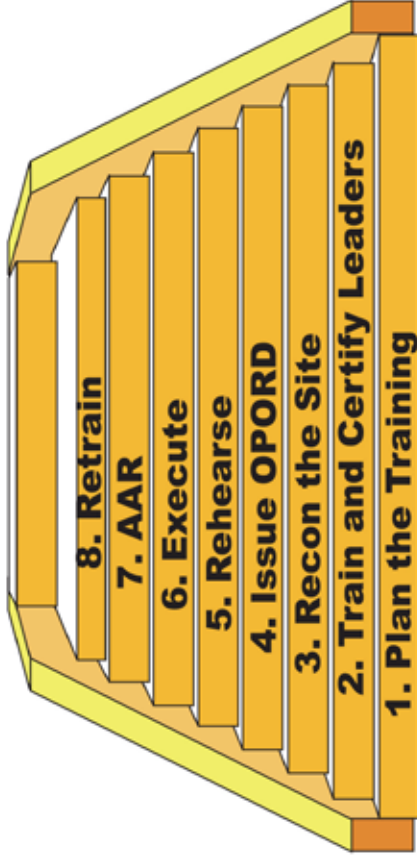


***Everyone Matters!***



## Part Six Training

# Eight-Step Training Model



**Eight-Step Training Model.** The eight-step training model is a simple, progressive checklist approach to planning training that can be applied to critical wartime training events by all types of units. Leaders must use the eight-step training model in the planning, preparation, execution, and assessment of training.

**(1) Step 1: Plan the Training.** During this step, leaders assess the unit's wartime training tasks to evaluate the training level and shortfalls; develop specific, obtainable training objectives for the upcoming deployment; allocate time for the specified training; create scenarios and instructions to support the training objectives; identify required resources, including necessary training areas and possible trainers; and develop training-support plans, thereby establishing the groundwork for high-quality training.

**(2) Step 2: Train and Certify Leaders.** The "train-the-trainer" concept ensures that those responsible for training the unit, whether they are NCOs, or Soldiers, are qualified and knowledgeable of the training subject matter and are able to provide proper instruction and certification to the unit.

**(3) Step 3: Recon the Training Site.** Leaders will reconnoiter proposed training areas and facilities to ensure they can adequately support the proposed training and allow the unit to accomplish the desired training objectives. These training sites must replicate the combat environment to best support the deploying unit. During this step, leaders at all levels will check to ensure that all resources, training areas, and training-support plans are properly coordinated and prepared for execution. Modifications to the plan may occur during this step to maximize training effectiveness. Training that is not properly planned, coordinated, and supported with adequate resources wastes valuable training time and resources and should not be performed.

**(4) Step 4: Issue a Complete Order for the Training Session.** Leaders will ensure that subordinates have all available information to adequately perform the training mission. Through the order, the commander clearly identifies the training objectives, presents a clear mission statement, clearly defines the training event and how it will be conducted, and properly tasks subordinate leaders and those

who will support the training. Vital to this step is a clear understanding by all of exactly what the training will accomplish, how the unit will accomplish it, which resources will be needed, and who is responsible.

**(5) Step 5: Rehearse.** Rehearsals are critical to the execution of any plan. All those involved in the training event will conduct a rehearsal to ensure understanding, synchronization, and preparation of the plan. Leaders will supervise rehearsals to ensure that those responsible for the training are prepared to conduct efficient, organized, and effective performance-oriented training. Rehearsals are not only for tactical training, but also for deployment operations in support of the GWOT (for example, rail operations, convoy operations, port operations).

**(6) Step 6: Execute the Training.** Commanders will ensure that training occurs on schedule. All Soldiers deploying with their unit will participate in training. This allows the commander minimum training distracters and leaders are able to assess the training level. This does not mean that leaders run the training; it allows the trainer to do his or her job while ensuring that the standard is met. Combat veterans are excellent resources for conducting wartime training.

**(7) Step 7: Conduct an AAR.** After the training, commanders will review the training objectives, assess the unit's training level in respect to the objectives, and obtain lessons learned to improve training and unit TTP. Commanders will record all input and file it for future use in other training events or unit standing operating procedures (SOPs). FM 7-1 provides guidance on how to plan, prepare, and conduct effective AARs.

**(8) Step 8: Retrain as Necessary Until the Standard is Achieved.** This step is often neglected because of limited time or resources or other pressing tasks. This step, however, is usually the most critical. Training instills competency and confidence in Soldiers, units, and leaders and enables the unit to complete its mission. Commanders will honestly assess their units and ensure that their units train and retrain until the standard is met. Clear objectives, effective training, and continuous assessment are the keys to success on the battlefield in the GWOT.

## **After Action Review (AAR Format)**

1. Restate the Mission or Intent  
(What was supposed to happen)
  - Unit's mission
  - Training objectives
  
2. Establish what happened at all levels
  - Platoon
  - Squad
  - Team
  
3. Determine what went right or wrong
  - Set forth in a problem-solution format
  
4. Identify tasks to sustain or improve
  - Collective tasks
  - Leader tasks
  - Individual tasks



## **Mission Essential Task List (METL) Development**

The Chief of Staff for the Army directed that a standardized Core Mission Essential Task List (CMETL) be developed down to the Brigade level. This CMETL is used as a common yardstick that brigade units and above can use to focus initial training and measure training readiness. The CMETL is made up of tasks that fall under the GMETL or General Mission Essential Task list, and the CCMETL, Core Capabilities Mission Essential Task List. The GMETL is a list of tasks that are common to all units in the Army, while the CCMETL is made up of tasks that are doctrinal mission specific to each particular branch, or Career Management Field (CMF).

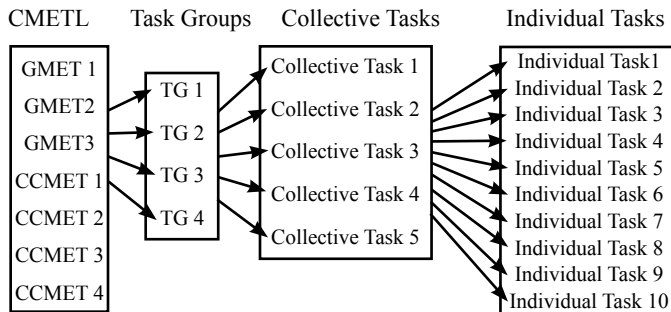
GMETL = Tasks that must be accomplished by all units, regardless of type, in full spectrum operations.

CCMETL = Mission essential tasks that are specific to a type of unit, which is designed and resourced according to its Table of Organization & Equipment (TOE) and doctrine.

CMETL = Mission essential tasks which the organization was designed to perform and general tasks applicable to all organizations, regardless of type.

A unit's Directed Mission Essential Task List (DMETL) is a list of the unit's tasks required to accomplish an assigned mission. When a unit is assigned a specific mission, the commander will develop a DMETL by adjusting the unit's CMETL, based on mission analysis. Once established, the DMETL forms the new foundation and focus for unit training until completion of the assigned mission.

Once the particular mission essential task list is approved, then the unit can begin to break down the tasks into the task groups, collective tasks and respective individual tasks that are required. This forms the units training plan for future training.



# MEDEVAC Request Form

**1. Location of Pickup site (8 digit grid)**

**2. Radio Frequency & call sign**

**3. Patients by precedence**

A – Urgent      B – Urgent surgical      C – Priority      D – Routine

**4. Special equipment required**

A – None      B – Hoist      C – Extraction equipment      D – Ventilator

**5. Number of patients by type**

A – Litter      B – Ambulatory

**6. Combat security of Pickup zone/landing zone (PZ/LZ)**

N – No enemy troops

P – Possible enemy troops

E – Enemy in area

X – Enemy – armed escort required

**7. Method of marking PZ/LZ**

A – Panels      B – Pyrotechnics      C – Smoke      D – None

**8. Patient Nationality & Status**

A – US Military

B – US Civilian

C – Non US Military

D – Non US Civilian

E – EPW

**9. Terrain description (Flat, mountains, other)**

**9. (Wartime) CBRNE Contamination**

N – Nuclear

B – Biological

C – Chemical



## **Instructions for completing DA Form 7566:**

Item 1 – 4 Self explanatory

Item 5 List any subtasks relating to the mission or task in Block 1

Item 6 Hazards – Identify hazards by reviewing METT-TC factors for the mission or task. Additional factors include historical lessons learned, experience, judgment, equipment characteristics and warnings, and environmental considerations.

Item 7 Initial Risk Level– Includes historical lessons learned; intuitive analyses, experience, judgment, equipment characteristics and warnings; and environmental considerations. Determine initial risk for each hazard by applying risk assessment matrix (see chart below). Enter the risk level for each hazard.

Item 8 Controls – Develop one or more controls for each hazard that will either eliminate the hazard or reduce the risk (probability and/or severity) of a hazardous incident. Specify who, what, where, why, when, and how for each control. Enter controls.

Item 9 Residual Risk Level– Determine the residual risk for each hazard by applying the risk assessment matrix (see chart below). Enter the residual risk level for each hazard.

Item 10 How to Implement – Decide how each control will be put into effect or communicated to the personnel who will make it happen (written or verbal instruction; tactical, safety, garrison SOPs, rehearsals). Enter controls.

- Item 11     How to Supervise (Who) –Plan how each control will be monitored for implementation (continuous supervision, spot-checks) and reassess hazards as the situation changes. Determine if the controls worked and if they can be improved. Pass on lessons learned.
- Item 12     Was Control Effective – Indicate “Yes” or “No.”  
Review During AAR.
- Item 13     Overall Risk Level – Select the highest residual risk level and circle it. This becomes the overall mission or task risk level. The commander decides whether the controls are sufficient to accept the level of residual risk. If the risk is too great to continue the mission or task, the commander directs development of additional controls or modifies, changes, or rejects the COA.
- Item 14     Risk Decision Authority – Signed by the appropriate level of command.

RISK ASSESSMENT MATRIX						
Severity		Probability				
		Frequent	Likely	Occasional	Seldom	Unlikely
		A	B	C	D	E
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Marginal	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L
E – Extremely High		H – High		M – Moderate		L – Low

The level of risk is obtained by comparing the probability and severity of a hazardous event in the CRM matrix. Both criteria are considered after controls are put in place. There are three sub-steps in using the Risk Assessment Matrix:

1. Assess the probability of the event or occurrence.
2. Estimate the expected result or severity of an event or occurrence.
3. Determine the specified level of risk for a given probability and severity using the supplied matrix.

### **Unexploded Ordnance SPOT Report**

Unexploded ordnance is not just something that is found in a combat zone. Unexploded ordnance can just as easily be found in the training areas of Fort Hood, and while this sort of occurrence does not happen all of the time, you need to know how to handle the situation, should the occasion arise.

### **UXO SPOT Report:**

- Line 1     Date/Time Group discovered**
- Line 2     Reporting activity (who you are) & Location (8 digit grid)**
- Line 3     Conduct method: Radio Freq/call sign or telephone #**
- Line 4     Type of ammunition (dropped, projected, placed, or thrown)**
- Line 5     CBRNE Contamination**
- Line 6     Resources threatened**
- Line 7     Impact on mission**
- Line 8     Protective measures taken**
- Line 9     Recommended priority (Immediate, indirect, minor or no threat)**



## Appendices

### **CHAIN OF COMMAND**

COMMANDER IN CHIEF \_\_\_\_\_

CHAIRMAN of the JOINT CHIEFS OF STAFF \_\_\_\_\_

ARMY CHIEF OF STAFF \_\_\_\_\_

FORSOM/ THEATER CDR \_\_\_\_\_

CORPS COMMANDER \_\_\_\_\_

DIVISION COMMANDER \_\_\_\_\_

BRIGADE COMMANDER \_\_\_\_\_

BATTALION COMMANDER \_\_\_\_\_

COMPANY/BATTERY/  
TROOP COMMANDER \_\_\_\_\_

PLATOON LEADER \_\_\_\_\_

SECTION/SQUAD LEADER \_\_\_\_\_

TEAM LEADER \_\_\_\_\_

FYI  
SECRETARY OF DEFENSE \_\_\_\_\_

SECRETARY OF THE ARMY \_\_\_\_\_

## **NCO SUPPORT CHANNEL**

SERGEANT MAJOR OF THE ARMY \_\_\_\_\_

FORSOM/ THEATER CSM \_\_\_\_\_

CORPS CSM \_\_\_\_\_

DIVISION CSM \_\_\_\_\_

REGIMENT/ BRIGADE CSM \_\_\_\_\_

BATTALION/SQUADRON CSM \_\_\_\_\_

ISG/DETACHMENT SERGEANT \_\_\_\_\_

PLATOON SERGEANT \_\_\_\_\_

SECTION/SQUAD LEADER \_\_\_\_\_

TEAM LEADER \_\_\_\_\_

## EMERGENCY CONTACT NUMBERS

### Immediate Supervisor:

Name \_\_\_\_\_

Phone number(s) \_\_\_\_\_

Duty \_\_\_\_\_

Home \_\_\_\_\_

Cell \_\_\_\_\_

### Charge of Quarters

Phone number(s) \_\_\_\_\_

Building number \_\_\_\_\_

### ISG:

Name \_\_\_\_\_

Phone number(s) \_\_\_\_\_

Duty \_\_\_\_\_

Home \_\_\_\_\_

Cell \_\_\_\_\_

### Commander:

Name \_\_\_\_\_

Phone number(s) \_\_\_\_\_

Duty \_\_\_\_\_

Home \_\_\_\_\_

Cell \_\_\_\_\_

### Staff Duty Officer/NCQ:

Phone number \_\_\_\_\_

Building number \_\_\_\_\_

SOLDIER'S PERSONAL DATA SHEET					DATE	
NAME			SSN		RANK/GRADE	
ORGANIZATION			PMOS		SMOS	
D.O.B.	AGE	WEIGHT	HEIGHT	HAIR	EYES	
BLOOD TYPE		D.O.R.	BASD	ETS	TIG	TIS
RELIGION (optional)			ADDRESS			
HOME PHONE						
CELL PHONE						
PROMOTABLE YES NO		POINTS	DATE OF LAST NCOER			
<b>DEPENDENTS</b>						
CHILDREN/DEPENDENTS		MARITAL STATUS:				
		SPOUSE'S NAME:				
<b>ARMY TRAINING</b>						
DATE LAST APFT		PUSHUPS	SITUPS	RUN TIME	TOTAL SCORE	
DATE LAST WEIGH IN:			BODY FAT %	ALLOWABLE FAT %		
TYPE OF PROFILE (EXPLAIN)						
DATE WPN QUAL		WPN TYPE SERIAL #		QUALIFIED MM SS EXP		
DATE WTT TEST GO NO GO		DATE DRIVERS TRNG		TYPE OF VEHICLE		
REMARKS:						
<b>ARMY EQUIPMENT</b>						
NBC SUIT SIZE:		NBC MASK SIZE:		NBC BOOT SIZE:		
NBC GLOVE SIZE:		HAT SIZE:		BOOT SIZE:		
ACU TOP SIZE:			ACU TROUSER SIZE:			
<b>ARMY AWARDS, DECORATIONS AND ACHIEVEMENTS</b>						
TYPE	#	TYPE	#	TYPE	#	

<b>SOLDIER'S PERSONAL DATA SHEET</b>					DATE	
NAME			SSN		RANK/GRADE	
ORGANIZATION			PMOS		SMOS	
D.O.B.	AGE	WEIGHT	HEIGHT	HAIR	EYES	
BLOOD TYPE		D.O.R.	BASD	ETS	TIG	TIS
RELIGION (optional)			ADDRESS			
HOME PHONE CELL PHONE						
PROMOTABLE YES NO		POINTS	DATE OF LAST NCOER			
<b>DEPENDENTS</b>						
CHILDREN/DEPENDENTS		MARITAL STATUS:				
		SPOUSE'S NAME:				
<b>ARMY TRAINING</b>						
DATE LAST APFT		PUSHUPS	SITUPS	RUN TIME	TOTAL SCORE	
DATE LAST WEIGH IN:			BODY FAT %	ALLOWABLE FAT %		
TYPE OF PROFILE (EXPLAIN)						
DATE WPN QUAL		WPN TYPE SERIAL #		QUALIFIED MM SS EXP		
DATE WTT TEST GO NO GO		DATE DRIVERS TRNG		TYPE OF VEHICLE		
REMARKS:						
<b>ARMY EQUIPMENT</b>						
NBC SUIT SIZE:		NBC MASK SIZE:		NBC BOOT SIZE:		
NBC GLOVE SIZE:		HAT SIZE:		BOOT SIZE:		
ACU TOP SIZE:			ACU TROUSER SIZE:			
<b>ARMY AWARDS, DECORATIONS AND ACHIEVEMENTS</b>						
TYPE	#	TYPE	#	TYPE	#	

## **INSPECTIONS:**

A unit that has a well-established system of checks and inspections will consistently perform to standard. The leader must establish checks and inspections that support the unit's mission-essential task list (METL) and maintain good order and discipline. Once established, the leader must ensure that the checks and inspections are performed. Checks and inspections fall into the following categories:

### **1. In-ranks inspection/ In-quarters**

The leader should conduct inspections to include personal appearance, individual weapons, field equipment, displays, maintenance, and sanitary living conditions.

### **2. Pre-Combat Checks**

Pre-combat checks aid the leader in preparing the unit for combat. These include checks for individuals, vehicles, weapons, and equipment. While these checklists are generic, they can be easily tailored to fit a unit's specific needs. Leaders at all levels use these checklists in their planning and in preparing instructions to their subordinate leaders.

### **3. Pre-Combat Inspections**

Pre-combat inspections validate that the pre-combat checks have been performed. The leader must plan his time and that of his unit's to ensure that inspections are performed. Time must also be available for corrective actions should an individual or item fail the inspection. The leader cannot delegate this responsibility; he must be the inspector. This demands that he be competent in the maintenance and care of all of his unit's equipment. The standards he sets will determine the unit's ability to perform in combat.

## REFERENCES

Army Programs:	
ASAP	AR 600-85
ACS	AR 608-1
ACES	AR 621-6
AER	AR 930-4
EO	AR 600-20
Safety	AR 385-10
Sponsorship	AR 600-8-8
NCODP	AR 350-1
Awards and Decorations	AR 600-8-22
Battle Focused Training	FM 7-1
Camouflage, Concealment & Decoys	FM 20-3
Chemical Biological Radiological Nuclear:	
Avoidance	FM 3-11.3
Decon	FM 3-11.5
Defense	FM 3-11
Protection	FM 3-11.4
Code of Conduct	AR 350-30
SINCGARS	FM 24-18
Counseling	FM 6-22 Appendix B
Customs and Courtesies	AR 600-25
Desert Operations	FM 90-3
Drill and Ceremony	FM 3-21.5
Field Sanitation	FM 4-25.12
First Aid	FM 4-25.11
Flags and Guidons	AR 840-10
Geneva Convention	DA PAM 27-1
Guard Duty	FM 22-6
Land Navigation/ Map Reading	FM 3-25.26
Leadership	FM 6-22
Leaves and Passes	AR 600-8-10

## REFERENCES (continued)

### Maintenance:

Army Policy	AR 750-1
Commander's Handbook	DA PAM 750-1
TAMMS	DA PAM 750-8

Military Justice	AR 27-10
NCO Guide	FM 7-22.7
NCOER/ Evaluations	AR 623-3
Promotions and Reductions	AR 600-8-19
Physical Security	AR 190-13
Physical Training	FM 21-20
Security and Intelligence	AR 380-5
Training the Force	FM 7-0
Uniform Wear and Appearance	AR 670-1

### Weapons:

M16/ M4	FM 3-22.9
M2	FM 3-22.65
M203	FM 3-22.31
M240B/ M249	FM 3-22.68
M9	FM 3-23.35

Weight Control	AR 600-9
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## **HELPFUL LINKS:**

Army Electronic Publications and Forms

<http://www.army.mil/usapa/>

Army Training Information Architecture

<http://www.adtdl.army.mil/>

General Reimer Digital Library

<https://rdl.train.army.mil/SoldierPortal/Soldier.portal>

## THE ARMY SONG

March along, sing our song, we're the  
Army of the free Count the brave, count the true,  
who have fought to victory  
We're the Army and proud of our name  
We're the Army and proudly proclaim

First to fight for the right,  
And to build the Nation's might,  
And The Army Goes Rolling Along  
Proud of all we have done,  
Fighting till the battle's won,  
And the Army Goes Rolling Along.

Then it's Hi! Hi! Hey!  
The Army's on its way.  
Count off the cadence loud and strong (TWO! THREE!)  
For where we go,  
You will always know  
That The Army Goes Rolling Along.

Valley Forge, Custer's Ranks, San Juan Hill and Patton's Tanks  
And The Army goes rolling along  
Minute Men from the start always fighting from the heart  
And The Army Goes Rolling along

Then it's Hi! Hi! Hey!  
The Army's on its way.  
Count off the cadence loud and strong (TWO! THREE!)  
For where we go,  
You will always know  
That The Army Goes Rolling Along.

Men in rags, men who froze  
Still The Army met its foes  
And The Army Goes rolling along  
Faith in God that we're right  
And we'll fight with all our might  
And the Army goes rolling along

Then it's Hi! Hi! Hey!  
The Army's on its way.  
Count off the cadence loud and strong (TWO! THREE!)  
For where'er we go,  
You will always know  
That The Army Goes Rolling Along.

## THE AIR FORCE SONG

Off we go into the wild blue yonder,  
Climbing high into the sun;  
Here they come zooming to meet our thunder,  
At 'em boys, Give'er the gun! (Give'er the gun now!)  
Down we dive, spouting our flame from under,  
Off with one helluva roar!  
We live in fame or go down in flame. Hey!  
Nothing'll stop the U.S. Air Force!

Minds of men fashioned a crate of thunder,  
Sent it high into the blue;  
Hands of men blasted the world asunder;  
How they lived God only knew! (God only knew then!)  
Souls of men dreaming of skies to conquer  
Gave us wings, ever to soar!  
With scouts before And bombers galore. Hey!  
Nothing'll stop the U.S. Air Force!

Here's a toast to the host  
Of those who love the vastness of the sky,  
To a friend we send a message of his brother men who fly.  
We drink to those who gave their all of old,  
Then down we roar to score the rainbow's pot of gold.  
A toast to the host of men we boast, the U.S. Air Force!

Zoom!

Off we go into the wild sky yonder,  
Keep the wings level and true;  
If you'd live to be a grey-haired wonder  
Keep the nose out of the blue! (Out of the blue, boy!)  
Flying men, guarding the nation's border,  
We'll be there, followed by more!  
In echelon we carry on. Hey!  
Nothing'll stop the U.S. Air Force!

## This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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# WARRIOR ETHOS

I WILL ALWAYS PLACE THE MISSION FIRST

I WILL NEVER ACCEPT DEFEAT

I WILL NEVER QUIT

I WILL NEVER LEAVE A FALLEN COMRADE



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III ARMORED CORPS  
AMERICA'S HAMMER